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## THE ROLE OF COLLECTIVE ACTION SYSTEMS IN ACHIEVING CREATIVITY IN ECONOMIC INSTITUTIONS - A CASE STUDY OF THE ALGERIAN TELECOM FOUNDATION

Charef Wahiba\*

**Abstract.** The current study seeks to highlight the importance of teamwork organized based on many principles, including: joint performance, work integration, leadership, training and accumulation of knowledge and experiences, to benefit from individuals skills through a set of mechanisms and systems that will raise the level of individual and collective performance and thus the performance of the institution that distinguishes it from other institutions. Accordingly, this research paper came to identify teamwork systems represented in the following variables: (leadership, communication, coordination, dissemination of knowledge) and its role in achieving creativity in the institution, and to study this relationship between the variables of the study. We used the descriptive analytical approach through the collection of theories and literature on the subject of the study, and the SPSS program was relied on 25 to study the relationship of linkage and impact. Where the study concluded that there is a link between teamwork systems and the achievement of creativity in the institution at morale 0.05. In recent years, institutions are still seeking to build work teams made up of clients, suppliers and workers in them, as they took into account the behavioral aspects of members in order to achieve harmony and integration between them and improve their performance so that they can ensure the success of her efforts in providing services and products that achieve customer satisfaction and enable them to achieve a advantage A relative competitiveness makes it a better position in the industry in which you work.

**Keywords:** Teamwork, Leadership, Institution Performance, Creativity

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## РОЛЬ СИСТЕМ КОЛЛЕКТИВНОГО ДЕЙСТВИЯ В ДОСТИЖЕНИИ КРЕАТИВНОСТИ В ЭКОНОМИЧЕСКИХ ИНСТИТУТАХ- НА ПРИМЕРЕ ФОНДА ТЕЛЕКОММУНИКАЦИЙ АЛЖИРА

**Шариф Вахиба\***

**Абстракт.** Настоящее исследование направлено на выявление важности командной работы, которая организуется на основе ряда принципов, включая: совместную деятельность, интеграцию труда, лидерство, обучение, накопление знаний и опыта. Это позволяет использовать навыки отдельных сотрудников посредством различных механизмов и систем, что способствует повышению уровня индивидуальной и коллективной эффективности, а также эффективности самой организации, отличающей её от других. Соответственно, в данной работе были определены системы командной работы, представленные следующими переменными: (лидерство, коммуникация, координация, распространение знаний), и их роль в обеспечении креативности в организации. Также была исследована взаимосвязь между этими переменными. Использован описательно-аналитический подход на основе сбора теоретического и литературного материала по теме исследования, а также программа SPSS 25 для изучения взаимосвязи и влияния. Результаты исследования показали, что существует связь между системами командной работы и обеспечением креативности в организации на уровне значимости 0,05. В последние годы организации продолжают стремиться к созданию рабочих команд, включающих клиентов, поставщиков и сотрудников, учитывая поведенческие аспекты членов для достижения гармонии и интеграции, повышения эффективности, что позволяет им успешно предоставлять услуги и продукты, удовлетворяющие клиентов, и достигать конкурентного преимущества, укрепляя позиции в своей отрасли.

**Ключевые слова:** Командная работа, Лидерство, Эффективность организации, Креативность

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## ƏLCƏZAİR TELEKOM FONDU KİMİ İQTİSADI MÜƏSSİSƏLƏRDƏ YARADICILIGIN ƏLDƏ EDİLMƏSİNDƏ KOLLEKTİV FƏALİYYƏT SİSTEMLƏRİNİN ROLU

Şərif Vahibə\*

**Abstrakt.** Hazırkı tədqiqat komandada işin əhəmiyyətini vurğulamağa çalışır. Bu, bir sıra prinsiplərə əsaslanaraq təşkil edilir: birgə fəaliyyət, işin inteqrasiyası, liderlik, təlim, bilik və təcrübələrin toplanması. Məqsəd fərdlərin bacarıqlarından faydalanmaq üçün mexanizmlər və sistemlərdən istifadə edərək fərdi və kollektiv performans səviyyəsini yüksəltmək, nəticədə isə müəssisənin digər təşkilatlardan fərqlənməsinə nail olmaqdır. Bu kontekstdə, tədqiqat işində komanda işi sistemləri aşağıdakı dəyişənlərlə (liderlik, kommunikasiya, koordinasiya, biliklərin yayılması) təmsil olunaraq müəssisədə yaradıcılığın təmin olunmasındakı rolu müəyyənləşdirilmişdir. Eyni zamanda bu dəyişənlər arasındakı əlaqə öyrənilmişdir. Tədqiqatda təsviri-analitik yanaşmadan istifadə olunmuş, mövzu üzrə nəzəriyyə və ədəbiyyat toplanmış və əlaqə və təsir münasibətlərini öyrənmək üçün SPSS 25 proqramından istifadə edilmişdir. Araşdırmanın nəticələri göstərmişdir ki, komanda işi sistemləri ilə müəssisədə yaradıcılığın təmin olunması arasında 0,05 əhəmiyyət səviyyəsində əlaqə mövcuddur. Son illərdə müəssisələr hələ də müştərilər, təchizatçılar və əməkdaşlardan ibarət komandalar qurmağa çalışır, üzvlərin davranış aspektlərini nəzərə alaraq harmoniya və inteqrasiya təmin etməyə, performansını yaxşılaşdırmağa, nəticədə xidmət və məhsulların keyfiyyətini artıraraq müştəri məmnuniyyətinə nail olmağa və rəqabət üstünlüyü qazanaraq fəaliyyət göstərdikləri sahədə mövqelərini gücləndirməyə çalışırlar.

**Açar sözlər:** Komanda işi, Liderlik, Müəssisə performans, Yaradıcılıq

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## **1.Introduction**

And the process of building work teams should be a plan with a care for a group of individuals who are linked together with a kind of goals within the institution, with the aim of improving the roads and methods in which the work is performed.

And since the performance of individuals is not only related to the production pattern, means, size, and amount of production, but also linked to its quality and quality and the provision of innovative products and services. This requires an objective and accurate procedure for each of the social and individual needs and the capabilities and resources and the determination of the capabilities of individual and group individuals appropriate to work to achieve the desired results that It offers creativity and distinction that creates the difference between competing institutions. It is believed that the use of work teams as an administrative method that contributes a lot to the exploitation of the resources available to the institution by improving the performance of workers and increasing their productivity and then performing the institution in the field in which it works and obtaining customer satisfaction and acceptance of the society in which its activities are practiced.

### **Study problem**

Based on the above, the following question can be asked:

**What is the role of teamwork systems in achieving creativity in the Algerian Telecom Corporation?**

### **Study hypotheses**

To answer the main problem, a group of hypotheses was presented as follows:

#### **The main hypothesis**

- **H0:** There is no statistically significant relationship at the level of significance  $0.05 \geq \alpha$  between teamwork systems and achieving creativity in the institution under study.

#### **Sub -hypotheses**

- **H0-1:** There is no statistically significant relationship at the level of significance  $0.05 \geq \alpha$  between leadership and creativity in the institution under study.

- **H0-2:** There is no statistically significant relationship at the level of significance  $0.05 \geq \alpha$  Between communication and creativity in the institution under study.

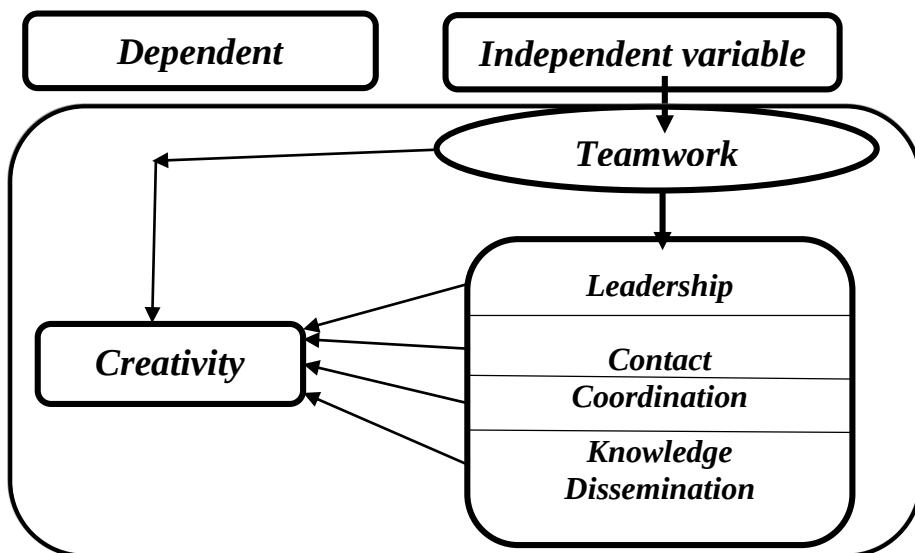
- **H0-3:** There is no statistically significant relationship at the level of significance  $0.05 \geq \alpha$  between coordination and creativity in the institution under study.

- **H0-4:** There is no statistically significant relationship at the level of significance  $0.05 \geq \alpha$  Between spreading knowledge and achieving creativity in the institution under study.

**Default Study Model:**

- spreading knowledge and achieving creativity in the institution under study.

**Default Study Model:**



**Source:** Prepared by the researchers

**Study methodology:**

In order to achieve the objectives of the study, the descriptive study and analytical study, which are defined as tools of the survey method based on sufficient and accurate information on a specific phenomenon or subject in research, were used as they address existing events, phenomena and practices available for study and measurement as it is without interference in its course and interaction with them, in order to identify the role of collective work systems for economic institutions in achieving creativity.

**The importance of the study:**

It stems from several points, which is the importance of the topic that the study dealt with, which is to show the importance of the role that collective action systems play in achieving creativity as a modern, modern, and still occupies business, researchers, and academics.

**2.The theoretical aspect of the study**

**a.Work teams and teamwork**

**2.a.1.The concept of work teams or teamwork:** a result of the increase in competition in the surrounding environment. This is at the level of one section.

As for the level of relationships in organizational structure, the growth of the need for specialized skills to meet the complexity in the work within the units with horizontal relationships led to an increase in the collection of these specialized skills in the form of crossed work teams. [Bell, brown, Colori, & Outland, 2018, p.352].

**The work team is defined:** as a group of individuals based on some of them and shares the responsibility for appointed outputs for their organization, and this means that no group of individuals in any organized can be considered a work team, but that the workfare is a group based on some of them related to information, resources, skills, and they are looking to unite their efforts To accomplish the specified goal. [Bolman & Deal, 1992, p.40].

**As for (saari),** teamwork is known as an activity or enters within the activities that a number of people are committed to doing the completion of a general goal [Saari, S., 2006, p.50].

And from the definitions that have been received by teamwork is a type of work organization, which includes a group of individuals and affects negatively or answering the enemy of the elements, components and outputs of work in the organization such as performance, trends ... etc. [TAIB, Yahya, Rusuli, Tasmin, & Hashim, 2012, p.2509].

**2.a.2.The importance of teamwork:** [Lau, Kwong, Chong, & Wong, 2014, p.84]

Owning teamwork skills is one of the most important skills that are required in various jobs and opportunities available around us, due to its importance in achieving success and reaching major goals, where we can summarize the importance of possessing these skills and developing them as follows: promoting unity and loyalty in the workplace. Providing different views and positive feedback that elevates the company or the institution to higher levels of success. Raise productivity and ensure the completion of tasks during the specified time frame. Providing distinctive opportunities to learn from others and acquire new skills and the importance of working within the team working within one team that creates positive changes in the work and plays a pivotal role in the success of the work, and highlights the importance of this thing in the following points: [Brook, Mcalinea, MA, & Sen, 2017, p.128].

- The spirit of solidarity and solidarity deepens among the work personnel, and the idea that everyone is more important than individualism.

- Enhances the efficiency of work and remove the causes that lead any individual to not carry out the tasks correctly.

- Encourages the size of the hierarchical sequence and easy access to the official without restrictions.

- Enhances weak areas between work personnel and reduce division opportunities.

- Enhances enthusiasm and the speed of response to workers, specifically in response to work variables.
- It gives the opportunity to customers to work with work personnel, especially those who prefer the idea of working within one team.
- Develop a sense of achievement and the spirit of fellowship among individuals.
- Low conflicts and conflicts at work. There is no doubt that in light of the effective human relations, workers can satisfy their physical needs and social needs, which causes them a kind of stability and functional satisfaction, and this reduces work disputes.
- The use of work teams represents one of the most important means to control conflicts and limit their development. This is in addition to setting controls, work rules, and standards for promotion and granting incentives, justice in decision -making, developing effective communications with workers and giving them the way for them to raise their problems and opinions, training and work to persuade individuals and remove the causes of anxiety and grumbling and building confidence in them.

#### **2.a.3. Collective action systems:**

▪ **Administrative leadership and the use of work teams:** The word leads that means that aspect of behavior that produces a change in the behavior and evaluation of others who follow the leader, and on it, the leadership is that formation with direct influence and which is characterized by the administration, because its success in organizational content depends on the behavior aspects of the leader and the leader is considered Both collective work and leadership are tools for directing guidance, each manager is responsible for directing work and subordinates in a specific direction that achieves the organization's goal. In order for the directing to be effective in an effective manner, the manager may resort to the formation of work groups, the commemoration of teamwork, the strengthening of the spirit of the team of subordinates, the determination of the organization's goals, to benefit from all the skills available in the organization and the determination of the appropriate organizational construction, which helps to benefit from all the capabilities available in it.

▪ **Coordination:** According to Samuel, the performance of the workforce is based mainly on cooperative work and coordination between the members of the workforce and the leader understands its role in managing the partner. Also, each member of the team is understood for his role in the work and achieving the required goal. But this cooperation requires building confidence among the members themselves and between their leader. It also requires clarity in opinions and discussing ideas in a way Explanation. This confidence is difficult to build in the volatile and constantly environmental

conditions [Mohamed Fathi Idris, 2014]. Coordination depends on the existing relationships and knowledge among individuals, as whenever you find a relationship between two or more people among the members of the parties, this helps to integrate the new members within this group by sharing knowledge more than if they do not know each other.

- **Communication and Communication:** The ability to communicate clearly and efficiently is an essential skill of teamwork, it is important to provide ideas, opinions and important information related when working with others: You can communicate skills to transfer vital information to other team members, whether you are speaking personally, by phone, email, or chats. There are several forms of communication, including verbal and non-verbal communication. Listening with interest, dealing with kindness, showing respect, asking questions when necessary, and preserving the appropriate body language, all elements that contribute to excellent communication.

- **Publishing knowledge:** By building, renewing, systematic, explicit, and thoughtful application of knowledge to maximize it in the institution by benefiting from the collective wisdom to increase the response and innovation.

## **2.b.Creativity and its elements**

**2.b.1.The concept of creativity:** The topic of creativity has won a great interest from researchers in all fields so that creativity has become the title of the era of distinguished organizations and successful managers, as these organizations were able to achieve excellence, excellence and competition through creativity in all its fields, whether in management, product or service. Below we will show a set of definitions for creativity:

Creativity in the institution appears through the implementation of creative ideas for factors, and that creativity is through a new product or from the procedures and the relationship of workers among them [Abbas, 2004, p.74], while Al -Nafii believes that institutional creativity is 'bringing something new and useful may be an idea, service, commodity, process or activity that takes place within the organization, and through the distinguished behavior that he practices for individual who wrote changes and encourages innovation and use Modern methods and methods in the field of work, love of experimentation, debate and lack of obedience to orders that limit his thinking, the ability to adapt, flexibility and contribute to solving problems. [Al -Nafiei, 2003, p.13].

As for Al -Adili, institutional creativity is defined as bringing in ideas, opinions, solutions, products, or discovering relationships that no one has preceded. [Nasser, 2007, p.44].

**2.b.2.Creativity elements:** Despite the difference of researchers and experts in giving the definition of a mosque that prevents creativity, they all agree that creativity is a capacity that is formed from the following elements: [Maraj and Khalil, 2006, p.73].



- **Authenticity:** It means the ability to produce unprecedented or unfamiliar ideas. The creative person possesses an authentic thinking that is far from the familiar or common.
- **Terest:** It means the ability to produce a huge amount of ideas that directly lead to proposed solutions to problems.
- **Flexibility:** It Is the ability to form flexible relationships between things and look at them from different angles
- **The tendency to analyses and detail:** We mean the ability to understand and analyze the elements that make up things and work to find relationships between these elements.
- **The ability to sensitize problems:** We mean by diagnosing many problems within the same position, by identifying their dimensions, aspects and aspects of palaces in them to reach creative solutions in connection with them.
- **The tendency to experimentation:** The creative person tends to doubt and criticize matters and issues that others consider Muslim to be discussed, as they consider them relative that depends on the self -perspective about it.

### 3.The applied aspect of the study

#### 3.a.Method and Tools:

##### 3.a.1.The Study Tool:

The questionnaire is one of the information collection tools, and that is based on a desire to know the other opinion towards the subject of the study, by distributing its questionnaire with a set of questions on the subject of the study on the study sample to achieve the goals of the study and testing the hypotheses, and this study was completed using one of the statistical methods that are used to analyze data and statistical processors represented in the SPSS program.

##### 3.a.2.Study community and study sample:

The study community consists of all employees and workers of the Etisalat Foundation, Algeria, a happy state, where a sample of employees has been targeted, and 100 questionnaires have been distributed with us, and the following table shows the eyes of the study.

**Table 01: Study sample**

| <i>Calculate the analysis questionnaires</i> | <i>The number of distributed questionnaires</i> | <i>Sample</i> | <i>Number</i> |
|----------------------------------------------|-------------------------------------------------|---------------|---------------|
| 85                                           | 100                                             | 85            | 01            |

Source: Prepared by the researchers

#### 3.b.Results and discussion:

##### 3.b.1.description of the study dimensions

The questionnaire has been divided into three groups: the first group consists of the personal data of the study sample and consists of 4 paragraphs, the second group is the system of teamwork with its four elements (leadership, communication, coordination, dissemination of knowledge), and the third group is creativity.

**Table 02:** Description of the dimensions of the study

| Number of paragraphs | Content                   | Dimensions             |          |
|----------------------|---------------------------|------------------------|----------|
| 20                   | Collective action systems | Independent variable   | Group02  |
| 05                   | Driving                   | The first dimension    |          |
| 05                   | Communication             | The second dimension   |          |
| 05                   | Coordination              | The third dimension    |          |
| 05                   | Disseminate Knowledge     | The fourth dimension   |          |
| 13                   | Creativity                | The dependent variable | Group 03 |

**Source:** Prepared by the researchers

### 3.b.2.The stability of the questionnaire:

Cronbach alpha, as the researchers conducted a test of the internal consistency of the scale vertebrae, where the measurement cohesion of the scale with a calculation of the cortup (Cronbach alpha) is evaluated because it depends on the consistency of the individual's performance from one paragraph to another, and it indicates the strength of the link and cohesion in the scale paragraphs, in addition to that it is it provides a good grade of stability and to verify the stability of the study tool in this way, the CRONBACH Alpha equation was applied to the degrees of persons. Although there are no standard rules regarding the appropriate values (Alpha), and for the laboratories of the stability of the questionnaire as a whole, alpha Crubach reached 0.69, or 69%, which is an excellent stability rate for the study tool. This is clear, Table 03.

**Table 03:** Stability laboratories (alpha kronbach method)

| Alpha Cronbach laboratory | Number of paragraphs |
|---------------------------|----------------------|
| 0.69                      | 33                   |

**Source:** It is prepared by researchers based on the outputs of the SPSS statistical program.

**3.b.3.Statistical analysis of the dimensions of the study**

**Table 04:** Statistical analysis of the dimensions of the study

| Approval level | Standard deviation | The average arithmetic | Number of paragraphs | Content                   | Dimensions             |          |
|----------------|--------------------|------------------------|----------------------|---------------------------|------------------------|----------|
| Agree          | 0.448              | 3.78                   | 20                   | Collective action systems | Independent variable   | Group 02 |
| Agree          | 0.503              | 3.79                   | 05                   | Driving                   | The first dimension    |          |
| Agree          | 0.266              | 3.80                   | 05                   | Communication             | The second dimension   |          |
| Agree          | 0.461              | 3.73                   | 05                   | Coordination              | The third dimension    |          |
| Agree          | 0.115              | 3.83                   | 05                   | Disseminate knowledge     | The fourth dimension   |          |
| Agree          | 0.63               | 3.97                   | 13                   | Creativity                | The dependent variable | Group 03 |

**Source:** It is prepared by researchers based on the outputs of the SPSS statistical program.

In our study, the independent variable teamwork systems were covered with 20 items and the creativity dependent variable was covered with 13 items, the hypothetical arithmetic mean (3) was adopted as a criterion for measuring and evaluating the obtained score by estimating the five questionnaire weights, where the highest score of the scale was added which is 5 with the lowest value of 1 and dividing the sum by 2 to get the hypothetical arithmetic average, the length of the category was determined by: 5-1 Divide 5 by 0.8 for each statement determining the level of approval of the sample members.

Through the above table we can see that the overall arithmetic average of the teamwork systems was 3.78 with a standard deviation of 0.448, which indicates that the employees have a degree of approval that there is an application of teamwork systems in the organization, this is shown through the knowledge dissemination system which has an arithmetic average of 3.83 and

a standard deviation of 0.115 to indicate that employees agree that the dissemination of knowledge is an essential element of teamwork, also employees agree that the organization in its teamwork relies on communication, leadership and coordination, and this was proved by the results of the arithmetic average, which were respectively: 3.80, 3.73, and 3.79. As for the creativity variable, its arithmetic average reached 3.97 with a standard deviation of 0.118, which indicates that employees touch creativity in the organization through the actual application of teamwork systems among them.

### 3.b.4.Hypothesis testing:

The T Test One Sample used to analyze the parts of the questionnaire, at a significance level of 0.05 and a confidence level of 95%, and the T value was used to test each hypothesis separately, in addition to using the Pearson correlation coefficient test, the simple regression analysis test, and the R<sup>2</sup> coefficient of determination to find the relationship between the study variables.

#### First hypothesis:

**H0:** There is no statistically significant relationship at the significance level of  $0.05 \geq \alpha$  between teamwork systems and the achievement of creativity in the institution under study.

To test this hypothesis, the Pearson correlation coefficient and the simple regression analysis test were used to verify the presence of a trace of teamwork systems and the achievement of creativity. The following table shows the results of the test of the first hypothesis:

**Table 05:** Results of the test of the first hypothesis

| Significance Level | Calculated F | Selection coefficient R <sup>2</sup> | Correlation coefficient R | Test T | Statement                                              |
|--------------------|--------------|--------------------------------------|---------------------------|--------|--------------------------------------------------------|
| 0.000              | 62.459       | 0.477                                | 0.689                     | 145.70 | The Impact of Teamwork Systems on Achieving Creativity |

**Source:** It is prepared by researchers based on the outputs of the SPSS statistical program.

Table 05 shows the impact of teamwork systems on achieving creativity, where the results of the statistical analysis showed that there is a statistically significant effect of the impact of teamwork systems in achieving creativity, as the correlation coefficient reached  $R=0.689$  and the R<sup>2</sup> determination coefficient reached 0.477, i.e., the value of 47.00% is due to its teamwork

systems, and the calculated F value reached 62.459, which is a statistical function at the significance level ( $\alpha \leq 0.05$ ), and since the value of the moral level (Sig) is less than the value of ( $\alpha = 0.05$ ) Therefore, we reject the null hypothesis and accept the alternative hypothesis that there is a statistically significant effect at the level of 0.000 the effect of teamwork systems on achieving creativity. This can be expressed by the simple regression equation as follows:

$$Y_1 = \alpha + \beta \cdot x + e_i$$

$$Y_1 = 0.0240 + 0.95x$$

Whereas:  $\alpha$ : the constant of the regression equation;  $Y_1$ : creativity;  $\beta$ : the regression coefficient for each variable;  $E_i$ : a random variable or other factors;  $X$ : the effect of teamwork systems

### Second hypothesis:

**H0:** There is no statistically significant relationship at the significance level of  $0.05 \geq \alpha$  between leadership and achieving creativity in the organization under study

To test this hypothesis, the Pearson correlation coefficient and the simple regression analysis test were used to verify the effect of leadership on achieving creativity. The following table shows the results of the test of the second hypothesis :

**Table 06:** Results of testing Second hypothesis

| Significance Level | Calculated F | Selection coefficient $R^2$ | Correlation coefficient R | Test T | Statement                                        |
|--------------------|--------------|-----------------------------|---------------------------|--------|--------------------------------------------------|
| 0.000              | 18.425       | 0.224                       | 0.474                     | 74.60  | The impact of leadership in achieving creativity |

**Source:** It is prepared by researchers based on the outputs of the SPSS statistical program.

Table 06 shows the effect of leadership in achieving creativity, as the results of the statistical analysis showed the existence of a statistically significant effect of leadership in achieving creativity, as the correlation coefficient  $R = 0.474$  and with the definition of ROD reached 0.224, meaning that its value is 22.40% of the achievement of creativity due to relying on the leadership element in teamwork, and the value of F at 18.425 is a statistical sign at the level of significance ( $\alpha \leq 0.05$ ), and since the value of the moral level (SIG) is less than the value of ( $\alpha = 0.05$ ), and therefore we reject the zero hypothesis and accept the alternative hypothesis that: There is a statistically significant effect at the moral level 0.000 to lead to achieve creativity.

$$Y_1 = \alpha + \beta \cdot x + e_i$$

$$Y_1 = 2.952 + 0.321x$$

Whereas:  $\alpha$ : steady slope equation;  $y_1$ : creativity,  $\beta$ : slope coefficient for each variable,  $e_i$ : random variable or other factors,  $x$ : driving

### The third hypothesis:

**H0:** There is no statistically significant relationship at the level of significance  $0.05 \geq \alpha$  Between communication and creativity in the institution under study .

The following table shows the results of the third hypothesis test:

**Table 07:** The results of the third hypothesis test

| Significance Level | Calculated F | Selection coefficient $R^2$ | Correlation coefficient R | Test T | Statement                                           |
|--------------------|--------------|-----------------------------|---------------------------|--------|-----------------------------------------------------|
| 0.000              | 14.630       | 0.145                       | 0.352                     | 120.82 | The effect of communication on achieving creativity |

**Source:** It is prepared by researchers based on the outputs of the SPSS statistical program.

Table 07 explains the effect of communication on the achievement of creativity, as the results of the statistical analysis showed the existence of a statistically significant effect on the achievement of creativity, as the correlation coefficient  $R = 0.352$  and with the definition of  $R$  15 amounted ( $\alpha \leq 0.05$ ), and since the value of the moral level (SIG) is less than the value of ( $\alpha = 0.05$ ), on the basis of that we reject the zero hypothesis and accept the alternative hypothesis that: There is a statistical significance effect at the morale level 0.000 for the element of communication to achieve creativity.

$$Y_1 = \alpha + \beta \cdot x + e_i$$

$$Y_1 = 2.042 + 0.641x$$

Whereas:  $\alpha$ : steady slope equation,  $y_1$ : creativity,  $\beta$ : slope coefficient for each variable,  $e_i$ : random variable or other factors,  $x$ : communication.

### The fourth hypothesis:

**H0:** There is no statistically significant relationship at the level of significance  $0.05 \geq \alpha$  Between coordination achievement of creativity in the institution under study .

The following table shows the results of the fourth hypothesis test:

**Table 08:** Fourth hypothesis test results

| Significance Level | Calculated F | Selection coefficient R <sup>2</sup> | Correlation coefficient R | Test T | Statement                                                   |
|--------------------|--------------|--------------------------------------|---------------------------|--------|-------------------------------------------------------------|
| 0.000              | 111.33       | 0.220                                | 0.396                     | 66.95  | The effect of coordination on the achievement of creativity |

**Source:** It is prepared by researchers based on the outputs of the SPSS statistical program.

Table 08 shows the effect of coordination on the achievement of creativity, as the results of the statistical analysis showed the existence of a statistically significant effect to coordinate on the achievement of creativity, as the correlation coefficient  $R = 0.396$  and with the definition of RORI reached 0.220, meaning that its value is 22.00% of the achievement of creativity explained by good coordination between the employees, and the value of F at 111.333 is a statistical sign at the level of significance ( $\alpha \leq 0.05$ ), and since the value of the moral level (SIG) is less than the value of ( $\alpha = 0.05$ ), and from it we reject the zero hypothesis and accept the alternative hypothesis that says: There is a statistical significance at the moral level 0.000 to coordinate the achievement of creativity and this is what can be expressed by the equation of the simple decline as follows:

$$Y_1 = \alpha + \beta \cdot x + e_i$$

$$Y_1 = 1.852 + 0.592x$$

Whereas:  $\alpha$ : fixed slope equation,  $y_1$ : creativity,  $\beta$ : the slope coefficient for each variable,  $e_i$ : random variable or other factors,  $x$ : coordination.

### Fifth hypothesis

**H0:** There is no statistically significant relationship at the level of significance  $0.05 \geq \alpha$  Between spreading knowledge and creativity in the institution under study [#] to test this hypothesis. Pearson correlation and testing a simple slope analysis was used to verify the existence of an effect to spread knowledge on achieving creativity .

The following table shows the results of the fifth hypothesis test:

**Table 09:** Fifth hypothesis test results

| Significance Level | Calculated F | Selection coefficient R <sup>2</sup> | Correlation coefficient R | Test T | Statement                                                          |
|--------------------|--------------|--------------------------------------|---------------------------|--------|--------------------------------------------------------------------|
| 0.000              | 0.132        | 0.661                                | 0.770                     | 101.13 | The effect of spreading knowledge on the achievement of creativity |

**Source:** It is prepared by researchers based on the outputs of the SPSS statistical program.

Table 09 shows the effect of publishing knowledge on the achievement of creativity, as the results of the statistical analysis showed the existence of a statistically significant effect to spread knowledge on the achievement of creativity, as the correlation coefficient  $R = 0.770$  and with a laboratory to determine  $0.661$  r subsid ( $\alpha \leq 0.05$ ), and since the value of the moral level (SIG) is less than the value of ( $\alpha = 0.05$ ), we reject the zero hypothesis and accept the alternative hypothesis that: There is a statistically significant effect at the moral level 0.000 to spread knowledge to achieve creativity. This is what can be expressed by the equation of simple decline as follows:

$$Y_1 = \alpha + \beta \cdot x + e_i$$

$$Y_1 = 4.332 + 0.019x$$

Where:  $\alpha$ : constant of the regression equation,  $Y_1$ : creativity,  $\beta$ : regression coefficient for each variable,  $e_i$ : random variable or other factors,  $X$ : dissemination of knowledge.

#### 4. Conclusion

According to the results of the study through the testing of the study hypotheses, we summarize the foregoing as follows:

- Collective action systems Play an effective role in achieving creativity in the institution, and this was proven by the results of the study through the strong Link between them.
- The Relationship between the dissemination of knowledge and the achievement of creativity in the institution was estimated at 77.60%, which is a strong relationship that shows the effective role it plays in increasing the knowledge of employees, training and developing them to improve their performance. This was proven by the results of the tests that stipulate the existence of a relationship between them by about 47 %.
- The coordination function affects the achievement of creativity in a weak basis compared to other jobs where the results have proven that employees are not good at how to coordinate them. Collective and developing the spirit of work within the same team.



- Work to develop coordination Methods and update them so that the employee can obtain the information in its appropriate time.
- The development of knowledge spreading systems in the institution among the employees to facilitate the participation of their knowledge and expertise.

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